



TM282: Measuring and Managing Government Performance

Training Description:

Public sector organisations have recently been undergoing major reform, given the increasing demands for high-quality services by the public. As such, there is an urgent need to increase accountability, customer orientation and performance of public sector professionals, in order to provide efficient and high-quality services to the public.

While technology is playing a major role in the enhancement of public service delivery, it has given rise to the need for upskilling public sector professionals to make the best use of the technology available. Having a robust performance management system in place helps identify organisation priorities and focus efforts in the right direction, while still emphasizing continuous self-improvement, resulting in increased employee engagement.

Effective performance management helps raise the bar for employees and connects their efforts to personal and organisational success, thus building a strong sense of ownership in the process. Research has proven that a highly engaged, high-performing workforce shows the greatest accountability to its roles and responsibilities as well as organisational growth and development. An engaged, performance-directed workforce spends time on the correct things, rather than focusing efforts on unfruitful aspects.

Building accountability through effective performance management is not as easy as it may seem. Leaders should not just communicate objectives and performance metrics but also help employees meet their performance targets through necessary coaching and mentoring. Regular performance feedback is key. However, there are many challenges that leaders face, including identifying the relevant performance indicators, setting appropriate and realistic targets, linking employee performance to organisational goals and showcasing this for employees to see benefit and feel accountable in their roles, etc.

This is particularly difficult in the public sector because of the multifaceted nature that makes it difficult to define numbers and that comes with many internal and external hindrances to setting up an efficient performance management system, such as nature of workforce, employee resistance to change, political pressure and interference, corruption and workplace politics, etc.

Because of these challenges and more, accountability of public sector professionals, including public financial accountability, becomes questionable as they experience a lack of empowerment in their roles. It is thus extremely important for public sector professionals to understand what is the best form of performance management to be introduced in a particular organisation and how accountability can be improved by tracking performance, among other factors.

This intensive training course will empower you with a complete understanding of performance management and appropriate performance management systems. Performance management is diverse and could differ from organisation to organisation because of the nature of workforce, organisation dynamics, organisation goals, etc.

Since it follows the 'no one size fits all' concept, it is extremely important that you understand how to choose the best performance management system and process that would provide the maximum benefits to your employees and the organisation, particularly an evident increase in accountability. With the prolonging issues related to accountability in the public sector, this Performance Management System in Government and Accountability of Public Officers Course will equip you with the necessary strategies and

ways to improve accountability across levels within your organisation, thus resulting in better services to the public, satisfied and engaged employees and growth and progress of the organisation.

Training Objectives:

By the end of the training, participants will be able to learn:

- ✓ A complete understanding of performance management and different performance management systems to increase performance in the public sector.
- ✓ Knowledge of how to identify the correct performance indicators, set the correct targets, effectively link individual performance to organisational goals and objectives, thus setting up the most efficient performance management system to suit the organisation.
- ✓ Strategies to engage employees and build their accountability towards their work, their organisation and the public.
- ✓ Capabilities to positively impact public quality of life through improved, highly efficient, high-quality services.
- ✓ Exposure to help one upskill self and others to build a promising career in public services.
- ✓ The necessary support and training to handle additional responsibilities in one's domain.

Training Designed for:

This course is intended for Members constituting the top management of an organisation – to thoroughly understand all critical aspects of performance management and the need for performance management and choose and develop a performance management system most suited to their organisation.

Investors and holders of shares of an organisation who are part of or want to be part of a firm's delivery and function, Human resource directors and professionals responsible for creating a performance-driven, value-based, accountability-focused work culture for better results in terms of efficiency and quality of public service delivery and any public sector professional who wishes to manage performance (self or others) and develop ownership and accountability for efficient public functions.

Training Requirement:

"Hand's on practical sessions, equipment and software will be applied during the course if required and as per the client's request."

Contents can be adapted to your specific wishes. It is therefore possible to focus on specific modules of the training course as per client's learning needs and objectives. Further, it should be forwarded to us a month prior to the course dates.

Training Program:

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FIVE DAYS:

- ❖ **Module 1: Performance Management and Performance Management Systems**
 - Definition of performance management
 - Components of a performance management system
 - Difference between performance measurement and performance management
 - Tools for performance measurement and management

- Performance management and its impact on increasing accountability
- Definition of public financial accountability
- ❖ **Module 2: Key Features of a Successful Performance Management System**
 - Alignment of performance management systems and strategies of the organisation
 - Leadership commitment
 - Work culture recognising good performance and fostering training for poor performance
 - Stakeholder involvement
 - Continuous monitoring, feedback dissemination and action from results
 - Agility to change with changing strategies and employee dynamics
- ❖ **Module 3: Performance Management Challenges to Leaders in the Public Services**
 - Changing employee dynamics and organisation structure
 - Clarity on organisation strategy and plans
 - Delayed feedback processes
 - Limited behavioural incentives
 - Lack of efficient and objective performance tracking systems
- ❖ **Module 4: Key Performance Indicators – Essential Features of an Effective Indicator**
 - Objectivity – should be quantifiable
 - Simplicity – should be recallable
 - Relativity – should relate to overall organisational goals and objectives
 - Consistency – should be of consistent importance to help identify individual and organisational progress
 - Agility – to change with change in requirement and behaviour of the organisation
 - Applicability – should indicate the next steps and action
- ❖ **Module 5: Key Principles for Building Accountability in the Public Sector**
 - Responsibility of top management to lead by example
 - Willingness among employees to accept responsibility
 - Clear and transparent communication among all stakeholders
 - Clarity of roles and responsibilities and expectations towards the achievement of organisational goals and objectives
 - Empowerment of the customer–the public–through feedback systems
- ❖ **Module 6: Factors Influencing Accountability in a Public Sector Organisation**
 - Integrity and performance-driven work ethic and culture
 - Internal control systems to mitigate risks of corruption and fraud and manage and direct performance and upskilling of employees
 - Good leadership qualities
- ❖ **Module 7: Ways to Improve Public Financial Accountability**
 - Track assets and liabilities besides cash flow
 - Conduct overall scrutiny and analysis of all possible financial avenues in the organisation
 - Reduce tolerance to corruption and fraud through extensive data analysis and use of Big Data
 - Publish public statements regularly
 - Plan for financial reform in a timely and organised manner
- ❖ **Module 8: Stakeholders in Performance Management and Accountability**
 - Management/Leaders

- Employees
- Human resource professionals
- Media
- Public and civil society
- ❖ Course Conclusion
- ❖ POST-ASSESSMENT and EVALUATION

Training Methodology:

This interactive training course includes the following training methodologies as a percentage of the total tuition hours:

- 30% Lectures, Concepts, Role Play
- 70% Workshops & Work Presentations, Techniques, Based on Case Studies & Practical Exercises, Gamification, Software & General Discussions
- Pre and Post Test

Training Certificate(s):

CMCT Internationally recognized certificate(s) will be issued to each participant who completed the course.

Training Fees:

TBA as per the course location - This rate includes participant's manual, hand-outs, buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

Note: The 5% VAT (Value Added Tax), will be effective starting 01st of January 2018 as per the new regulation from the UAE Government. The VAT applies for all quotation both for local and abroad.

Training Timings:

Daily Timings:

07:45 - 08:00	Morning Coffee / Tea
08:00 - 10:00	First Session
10:00 - 10:20	Recess (Coffee/Tea/Snacks)
10:20 - 12:20	Second Session
12:20 - 13:00	Recess (Prayer Break & Lunch)
13:00 - 14:00	Last Session

For training registrations or in-house enquiries, please contact:

Aisha Relativo - Training & Career Development Manager

aisha@cmc-me.com / training@cmc-me.com

Tel.: +971 2 665 3945 or +971 2 643 6653 | Mob.: +971 52 2954615